

W I N G M A N •

PRINT EDITION · V1

FIND YOUR NEXT MOVE

The Decision Workbook.

3 STEPS · 30 MINUTES · A MOVE YOU CAN MAKE

*You do not need certainty before you act.
You need a move that creates momentum.*

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00 - BRIEFING

Why you're *stuck*.

Good decisions are hard because the future is uncertain. Every option has downsides. You want certainty before you move. That's normal.

Most people try to solve the whole future before making a move. They think harder, analyse longer, and look for the option that removes the risk. But important decisions rarely work like that.

In the cockpit, we almost never had perfect information. The situation changed constantly, and we still had to act safely and decisively while moving forward. So we learned something more useful: how to move before we felt ready.

That's what this workbook is for.

HOW TO USE THIS

- 01 Pick a specific decision. Something you've been sitting on.
- 02 Work through all 3 steps in order. Fill every box.
- 03 Be honest. This workbook is for you, no one else.

What's the decision you're working on?

One sentence. Write it before you start.

TIP • THIS PDF IS FILLABLE ON SCREEN, OR PRINT IT AND USE A PEN.

01 - ZOOM OUT

What does *good* look like?

Most people focus too closely on the immediate decision: stay or leave, take the role or turn it down, keep going or change direction. Difficult decisions get easier when you are clear on the future you are trying to create.

In the military this is called commander's intent: a clear picture of the desired end state, without every step mapped out in advance. The plan will change. New information will appear. Conditions shift. If you are clear on what matters most, you can adapt while still moving in the right direction.

This step is about defining the conditions you want your decision to create. Take 8 to 10 minutes here. Don't rush it.

WATCH FOR VAGUE ANSWERS

"I want to be happier" is too vague. Good answers describe the conditions you are trying to create. You are not choosing a fixed future. You are choosing a direction.

"I want a career with long-term progression, not a higher salary next year."

"I want to be closer to family without sacrificing my long-term direction."

"I want work that's sustainable at this stage of my life."

Q1. What future am I actually trying to create?

A good outcome over the next few years. Be specific. Conditions, not a fixed picture.

Q2. What must be true for this to feel right?

The non-negotiables. The things that, if missing, would make any option wrong.

Q3. Now write your decision again.

Has it changed? Sometimes the real decision shifts once the future is clear.

02 — NEXT EVENT

What's my *next* move?

Most people try to solve the whole future before making a move. They want certainty about what happens after the first move. That usually creates paralysis.

In the cockpit we worked differently. We focused on the next event: the next navigation point, fuel check, or action that moved the mission forward. We flew to that point, assessed, adjusted, and moved again.

You do not need the full plan right now. You need the next move that creates momentum and better information. Action creates clarity.

WATCH OUT FOR THIS

Your next move should create options, not reduce them. Whenever possible, choose moves that create options, reveal reality, increase leverage, and keep you adaptable.

You are not trying to control the entire future. You are trying to move intelligently through uncertainty.

Q1. What are my possible next moves?

Brainstorm. One conversation, one application, one small experiment, one decision.

Q2. Which move gives the best combination of momentum, information and options?

Not the perfect move. The next one.

Q3. What does that move actually look like?

Specific. When. With whom. By what date.

03 — COMMIT

Can I live with the *downside*?

Most people stay stuck because they are trying to remove risk before they act. But the future is uncertain. Things go wrong. New problems appear. Sometimes the world actively works against you.

In the cockpit we understood this from the start. We could not control everything that would happen. What we could control was whether we put ourselves in a position we could survive if things went wrong.

That is the idea behind tolerable worst case. Not "how do I make this safe?" or "what are the chances this fails?" But: "If this goes badly, can I survive it, recover, and move again?" That is a very different question.

IMPORTANT

Most people stay stuck because they treat every major decision as permanent. Very few decisions are. Once you define the downside clearly, it usually becomes far less frightening. That is what gives you permission to act.

Q1. What's the worst realistic outcome if this move fails?

Realistic, not catastrophic. The plausible bad version, not the worst conceivable.

Q2. Can I survive that outcome and recover from it?

Honest answer. If yes, what's the recovery? If no, the move is too big.

Q3. What are my abort criteria?

What would I see or hear that tells me to stop and reassess? Decide now, while calm.

YOUR THREE LINES

You came in stuck.
You leave with an *action*.

Before you close this, write your decision down in three lines. Not a paragraph. Three lines.

THE FUTURE I'M TRYING TO CREATE

THE MOVE I WILL MAKE NOW

THE DOWNSIDE I CAN LIVE WITH

That's it. You have something you didn't have an hour ago: clarity on what you're trying to achieve, a specific action that moves you toward it, and a named downside you've already decided you can live with.

You do not need to keep endlessly rethinking this decision. You need to do the thing you just wrote down.

WHAT HAPPENS NEXT

Use it *again*.

If the workbook worked, use it again. The framework stays the same. The situation changes. Career decisions. Strategy. Teams. Business. Same three steps. Different terrain.

If you hit a wall, that's useful information. Some situations are too complex for a workbook alone. Organisational politics. Competing pressures. High stakes. Problems that feel tangled because they are.

That's not failure. It's a signal that you need a thinking partner, not just a framework.

GET CLEAR

A 90-minute session focused entirely on your situation. What is actually happening, what matters most, and how to move. If that's where you are, reach out. I'll tell you honestly whether I can help.

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ABOUT

Paul Littlejohn

Paul began his career as an RAF fighter pilot, flying Jaguars and qualifying as a Weapons Instructor. He flew operational missions over the Iraqi no-fly zone, served as an Air Liaison Officer in Basra, and was selected for a USMC exchange tour at MCAS Miramar. There he flew the F/A-18 as an instructor and qualified as a naval aviator, operating off the USS Dwight D. Eisenhower.

He retired as a Squadron Leader after 16 years and moved into UAE corporate operations, including Divisional VP of Airside Operations at dnata (10,000+ staff at one of the world's busiest airports) and COO roles across global travel and tourism in 17 countries.

He now works with people who can't afford to get high-stakes decisions wrong, bringing the decision-making frameworks he developed in the cockpit and refined in business to leaders who need to think clearly, move fast, and act with conviction under pressure.